

Governor's Vision: #1 State in the Southeast for High Quality Jobs				
Priorities				
Jobs and Economic Development	Education and Workforce Development	Public Safety	Health and Welfare	Fiscal Strength and Efficient Government

State of Tennessee Department of Children’s Services Strategic Plan 2012-2015			
VISION: Tennessee’s children thrive in healthy, safe and stable families. Families thrive in healthy, safe and strong communities. Tennessee’s citizens benefit from the best child welfare and juvenile justice agency in the country.			
MISSION: Fostering partnerships to protect children, develop youth, strengthen families and build safe communities.			
STRATEGIC GOALS			
Partnerships <i>Foster effective partnerships</i>	Safety, Permanency & Well-Being <i>Improve outcomes for Tennessee children, families and communities</i>	Customer Service <i>Embrace a culture of safety, excellence and customer service</i>	High Performing Workforce <i>Support a high performing workforce</i>
Realign partnerships for community-driven solutions	Improve the Child Protective Services program	Create and enhance effectiveness of Customer Care Organizations	Establish and organize Human Resources, CQI and Information systems to support improved safety and performance, effective workforce development and DCS business functions
Improve communications with external stakeholders	Decrease repeat child abuse / neglect and abuse-related fatalities	Establish processes to increase customer satisfaction and recognize the achievement of exceptional results	Reengineer workforce process and communication to increase efficiency, performance, and adherence with compliance
	Increase timely permanence and improve well-being for children and families	Implement and utilize call center technologies to strengthen decision making and implement efficiencies	Implement technologies to support DCS business functions and a diverse, efficient and mobile workforce
	Realign Juvenile Justice resources to maximize rehabilitation		

Governor's Strategic Goal / Objective: **Health and Welfare**

DCS Strategic Goal / Objective: Partnerships

DCS will support health and welfare by fostering effective partnerships to improve outcomes for children, families and communities.

Strategies to Achieve the DCS Strategic Goal / Objective: The following strategies will be accomplished to achieve the DCS Strategic Goal of fostering Effective Partnerships.

Community-Driven Solutions

1. DCS will conduct a needs assessment to identify service gaps in the provider network and implement strategies to ensure an adequate array of geographically based services. *-in progress*
2. DCS will refine the Performance Based Contracting (PBC) system to address opportunities with providers and ensure its alignment with current priorities. *-in progress*
3. DCS will cultivate effective relationships with courts, law enforcement professionals, DAs, teachers and health care professionals by implementing a consistent model for community engagement, incorporating the Community Advisory Boards (CABs) and Youth Development Center (YDC) advisory groups. *-pending*
4. DCS will facilitate a common agenda and mutual accountability to support the safety of children and community safety. *-in progress*
5. DCS will create an aligned vision of child welfare practice and positive outcomes with Foster Care Review Boards (FCRBs) by cultivating relationships and establishing common quality indicators. *-in progress*

Improve Communications

1. DCS senior staff will improve communication with regions and communities by conducting regular community visits. *-in progress*
2. DCS will strengthen relationships with FCRBs and other community members by expanding the pool of Quality Service Review (QSR) reviewers to include as many partners in the system as feasible. *-in progress*
3. DCS will establish a reliable communication strategy that supports monthly communication with partners and communities and ensures a consistent message about DCS' work. *-complete*
4. DCS will revise the Department's internet and intranet websites to make them more user friendly and value added. *-in progress*
5. DCS will strengthen outreach efforts by establishing and expanding social media outlets. *-in progress*

Governor's Strategic Goal / Objective: **Health and Welfare** & **Public Safety**

DCS Strategic Goal / Objective: Safety, Permanency & Well-being

DCS will support health, welfare and public safety by improving outcomes of safety, permanency and well-being of children, families and communities.

Strategies to Achieve the DCS Strategic Goal / Objective: The following strategies will be accomplished to achieve the DCS Strategic Goal of Ensuring Safety, Permanency and Well-being.

Improve the Child Protective Services Program

1. DCS will strengthen the child protection system by partnering with the Atlantic Coast Child Welfare Implementation Center to implement the In-Home Tennessee project. *-in progress*
2. DCS will improve the Multiple Response System (MRS) by clarifying the relationship between MRS and CPS. *-in progress*
3. DCS will increase customer satisfaction among teachers, law enforcement professionals, health care professionals and courts by streamlining central intake processes. *-in progress*
4. DCS will ensure staff are well-qualified by increasing the focus on child safety and interviewing during training and coaching. *-in progress*
5. DCS will develop strategies to attract and retain qualified staff in child protective services.
6. DCS will improve supports and supervision for CPS staff by reinforcing the role of the supervisor regarding child safety and strengthening stress management opportunities. *-in progress*

Decrease Repeat Child Maltreatment and Fatalities

1. DCS will decrease repeat incidents of child maltreatment by developing a system to track repeated reports and implementing a review process to strengthen direction to caseworkers. *-in progress*
2. DCS will utilize supports from the Office of Performance Excellence to improve staff assessment and decision making skills. *-in progress*
3. DCS will reduce child fatalities by partnering with national and international experts to adapt High Reliability Organizing systems and structures to child protection work. *-in progress*

Increase Permanency & Improve Well-being

1. DCS will strengthen permanency work to safely increase the number of children achieving permanency and to reduce their length of stay. *-in progress*
2. DCS will support the well-being needs of children and youth by maintaining adherence to EPSD&T requirements. *-in progress*
3. DCS will support the permanency and well-being needs of older youth by expanding the availability of foster care services for youth to age twenty-one. *-complete*

Realign Juvenile Justice Resources

1. DCS will maximize youth rehabilitation by engaging key leaders and facilitating the development of a common agenda and intergovernmental collaboration to support comprehensive community alternatives to highly restrictive placements. *-in progress*
2. DCS will maximize youth rehabilitation by tracking recidivism and investing in effective programs and practices. *-in progress*
3. DCS will maximize the efficiency of the Youth Development Center system. *-in progress*
4. DCS will support community driven solutions by in-sourcing the juvenile court supplement grants. *-complete*
5. DCS will align juvenile justice staff with the community based juvenile justice system by realigning the regional/central office staff and support functions. *-in progress*

Governor's Strategic Goal / Objective: **Health and Welfare** & **Fiscal Strength and Efficient Government**

DCS Strategic Goal / Objective: Customer Service

DCS will support health and welfare by providing exceptional customer service internally within the Department and with our external partners to increase the level and quality of support for the safety and well-being of our citizens, children and families who rely on the services that we provide.

Strategies to Achieve the DCS Strategic Goal / Objective: The following strategies will be accomplished to achieve the DCS Strategic Goal of providing Exceptional Customer Service.

Create and Enhance Customer Care Organizations

1. DCS will create a Customer Care Center dedicated to providing guidance and support for the Tennessee Family and Child Tracking System (TFACTS). *-complete*
2. DCS will reorganize and refocus the Help Desk into an Enterprise Customer Service Desk to provide better non-TFACTS customer focused service and support. *-in progress*
3. DCS will review the Central Intake Customer Call Center to identify and implement improvements to Customer Service and Support as necessary. *-in progress*
4. DCS will review the Legislative and Constituent Services Call Center to identify and implement improvements to Customer Service and Support as necessary. *-in progress*

Establish Customer Service Processes

1. DCS will institute a recognition program to acknowledge individuals who provide exceptional customer service and achieve exceptional results in fulfilling our mission. *-in progress*
2. DCS will train staff on Customer Focused Government to improve the level and quality of service provided to our customers. *-in progress*
3. DCS will conduct Customer Satisfaction surveys to measure the level of improvement in customer service and support. *-in progress*
4. DCS will develop and implement processes to track and improve the satisfaction level of customers served by the Training and Professional Development organization. *-in progress*

Customer Service Technology Support

1. DCS will implement Call Center technologies using the Internet Protocol Telephony (IPT) system to efficiently and effectively provide system support for each Call Center organization. *-in progress*
2. DCS will implement automated Call Center management reporting to provide a real-time focus on customer service. *-in progress*

Governor's Strategic Goal / Objective: **Health and Welfare** & **Fiscal Strength and Efficient Government**

DCS Strategic Goal / Objective: High-Performing Workforce

DCS will achieve fiscal strength and efficient government through the development and support of a well-qualified, high-performing workforce, recruited, trained, and equipped with efficient work processes and current, cost-effective information and communication technologies.

Strategies to Achieve the DCS Strategic Goal /Objective: The following strategies will be accomplished to achieve the DCS Strategic Goal of a High-Performing Workforce.

Establish & Organize Workforce Systems

1. DCS will create an Office of Performance Excellence to implement High Reliability Organizing processes and structures and improve agency and provider performance. *-complete*
2. DCS will develop a Human Resource Development organization that effectively supports recruiting, training and retaining a well-qualified high-performing workforce. *-in progress*
3. DCS will refocus the Continuous Quality Improvement organization to improve safety for children, families, communities and staff. *-in progress*
4. DCS will reorganize and refocus the Information Systems organization to be more cost-efficient and effectively support the core DCS business functions. *-in progress*

Reengineer Workforce Processes

1. DCS will reengineer work processes to be more efficient through the use of LEAN and A-3 methodologies. *-in progress*
2. DCS will ensure that all policies, procedures and practices result in compliance with statutory and other requirements. *-in progress*
3. DCS will reengineer internal communications processes and educate staff to increase engagement and improve performance. *-in progress*

Implement Workforce Technology Support

1. DCS will build and strengthen a robust, reliable, and secure framework of information and communication technology to support our activities as a national leader in Children's Services. *-in progress*
2. DCS will implement all recommendations in the TFACTS plan. *-in progress*
3. DCS will invest in and utilize cost-effective appropriate and innovative information technology to support a diverse and more efficient and effective mobile workforce. *-in progress*